



# INSideCorrections

August 2011, Volume 16

Indiana Department of Correction Employee Newsletter



## From the Commissioner

Bruce C. Lemmon

Over the past several months, I have enjoyed serving my fellow staff members and the citizens of Indiana as the Commissioner of the Department of Correction. When Governor Daniels appointed me in January, I pledged to uphold the mission, vision, and values of the Department with the greatest integrity and commitment. During my facility visits, I have been in awe of staff's enthusiasm and the high level of professionalism that they exhibit every day in their important role to uphold public safety.

We are in a tough business. Oftentimes, your work both ensuring the safety and security of the facilities and providing successful programming goes largely unnoticed and unrecognized by the public. It is clear, however, to all who are familiar with state corrections, that without a doubt, the IDOC has exceptional employees who put their hearts and souls into their work, day in and day out. Being able to recognize that dedication and say "thank you" to those who set the bar high and lead by example is one of the joys of being Commissioner of this Department.

In my 35 years with the Department, I have seen many changes and great achievements. We have always been

an agency of progress and reform. The IDOC continues to be a national model in best practices for programs and services and we will continue to provide offenders with the best tools they need to become productive citizens.

I could not be prouder of the continued care and compassion exhibited by staff while diligently assisting our offenders in enhancing their life and family skills so they can be successful in their reintegration into society upon their release. We will continue to forge new community partnerships and strengthen our ties with fellow members of the criminal justice system.

I look forward to the upcoming State Employee Community Campaign, where we will, once again, have the opportunity to show our fellow Hoosiers the IDOC's commitment to giving back. Looking to the future, I have great expectations for the Department. I welcome all IDOC staff to share their thoughts and ideas on improving any aspect of our Department.

Thank you for continuing each day to provide the highest level of service to the Indiana taxpayers. I am honored and humbled to work side by side with all of you. ■

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## The Department's Vision and Mission Statement

### VISION

As the model of public safety, the Indiana Department of Correction returns productive citizens to our communities and supports a culture of inspiration, collaboration, and achievement.

### MISSION

The Indiana Department of Correction advances public safety and successful re-entry through dynamic supervision, programming, and partnerships.



## A Message from the CPAFI

**T**he Correctional Professionals Assistance Fund of Indiana (CPAFI), formerly known as the Indiana Correctional Peace Officer Fund (ICPOF), is pleased to announce it is once again offering college scholarships for staff and their families. Thanks to your generous support of the Fund, we are able offer even larger scholarships this fall than we did for the spring semester. We are especially pleased to announce the new Commissioner's Scholarship. The winner of this scholarship will be awarded \$4000, the largest amount ever offered by the CPAFI. We will also be offering a Public Safety Scholarship of \$3000; a Public Service Scholarship of \$2000; and four Supplies Scholarships of \$750 each. For more information or to apply, visit [www.cpaifi.org](http://www.cpaifi.org).

Since its inception, the CPAFI has provided \$6100 in assistance to



your fellow coworkers in times of catastrophic need, and has provided \$8000 in scholarships with \$12,000 to be distributed for the fall semester. To continue this work, the Fund needs your continued support. In the upcoming SECC campaign, please consider the CPAFI as a possible charity of choice. The CPAFI's SECC code is 662100. Thank you! ■



## INsideCorrections

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# Re-Entry is Good Public Safety Policy

By Randy Koester, Deputy Commissioner of Re-Entry



***"No man ever steps in the same river twice, for it's not the same river and he's not the same man."***

– Heraclitus (physicist and philosopher, 534 BC – 474 BC)

An offender does not re-enter society the same person as when they left it, even if they are only with the Department for a few weeks. It is our goal as the Department of Correction to help them be better prepared to live a law-abiding lifestyle than when they arrived. It is our job to prepare them, from day one, for their re-entry. This is more than a feel-good, "hug-a-thug" philosophy; it is a true matter of public safety. Nearly all offenders will one day return to their communities. Helping them prepare for that day reduces the likelihood they will commit more crimes and victimize more people. It is to this goal each of us plays a part.

There are many examples of staff in various job classifications working together to develop innovative ways to meet the needs of the offender population. One example of this is the Indiana Veterans Education and Transition Program (INVET), which just held its opening ceremonies this spring at Indianapolis Re-entry Educational Facility (IREF). As the IDOC's first specialized program for veterans, this unit offers veteran-specific case management, mentoring, and other services, and helps coordinate efforts among other agencies to link eligible veterans to available benefits. The goal of the program is to supply information specific to US military veterans to help them access services dedicated to their unique needs. The INVET Unit can provide services for up to 106 residents and currently houses approximately 30.

the workshops so far and the face-to-face contact with representatives from the VA Medical Center, Vocational Rehab and Homeless Program, and the Department of Workforce Development has already helped me make tremendous strides in my re-entry."

Another great effort is the move toward offering short-term offenders the opportunity for abbreviated substance abuse treatment. Traditionally, offenders who enter the Department with only six to nine months to serve have been unable to receive substance abuse treatment due to their short lengths of stay. Now, however, through the innovation and dedication of staff, the Department is able to offer qualified short-term offenders at the New Castle Correctional Facility with treatment that may reduce their risk of re-offending after release.

Purposeful Incarceration is an initiative that continues to grow, reaching more offenders in more counties, thanks to the dedicated service of staff of the IDOC and its partners. It has grown from a fledgling idea in 2007 to serving approximately 300 offenders in 33 counties today, with even more counties expressing interest in participation. Staff dedication to the partnership with BMV has allowed nearly 3000 offenders to get their State ID's through a mobile license branch while still incarcerated.

"I think the INVET Program will make a world of difference in the lives of veterans incarcerated at IREF," said one program participant. "The information we have received from

Department staff continue to work diligently to strengthen the partnership with Community Corrections. With four new participating counties in 2010, there are now a record 78 counties participating in community corrections programming, which provides criminal court judges with sentencing options that permit non-violent felons to stay in their home communities to receive supervision and services without the need for prison. It is through continued efforts like all of these that the Department of Correction, its staff, and its partners all work together to promote public safety and serve the citizens of Indiana.

I encourage you to remember that each offender who enters the Department—whether for a short period of time or for the better part of their lives—will re-enter society a different person than when they came in. It is for the safety of all Hoosiers, that we commit ourselves to affording them the greatest opportunity possible for success. ■

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# Reflections: A Soldier's Story

By: Rich Larsen, Public Information Officer, Wabash Valley Correctional Facility and James Basinger, Executive Director of Adult Facilities

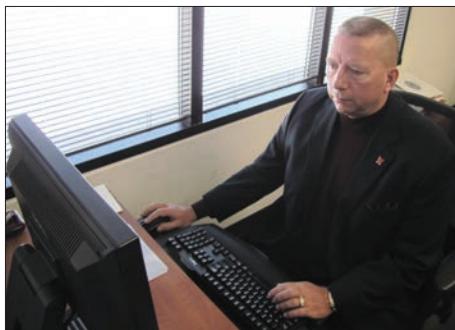
**M**ichael Osburn gets straight to the point. Even in civilian clothing he has a military bearing, smartly dressed, hair neatly trimmed, office in perfect order. During our interview he was in command, completely organized. Over 34 years as a soldier, a highly decorated and respected full Colonel, an equally respected Deputy Commissioner of Operations for the Indiana Department of Correction, Osburn has had quite the career.

He speaks quietly and confidently, giving his complete attention, while briefing me about his most recent command in Afghanistan. There are many parallels between his two chosen professions, how one complimented and enhanced the other. In Afghanistan he served as Commander of the 2-19th Agribusiness Development Team. All involved in the mission, he said, brought their own philosophy, their own way of thinking to the table. Much like his role in the IDOC, the mission became to bring all parties together, united in a common goal.

## The Mission:

- **Measurable yield increases in crop/livestock production**
- **Increase agriculture knowledge, secondary/vocational level**
- **Natural resource conservation practices sustained/enforced**

“Clear, hold and build. The military clears an area, holds the area and other agencies build. One challenge we faced, that all of us in the IDOC can relate too is this. We are familiar with an offender wanting approval for something, getting a ‘no’ and moving



on to someone else, until they get a ‘yes.’ Many of the local populace we worked with would try the same thing, so it was important that all of the agencies involved, government and military, met on a weekly basis to be of ‘one voice’ with the same answers. The goal was to provide the training and the tools needed for success to the Afghan people, but, and another parallel, at the end of the day it was, and is up to the individual to make the necessary changes and commitment to succeed.”

Colonel Osburn said they launched two agricultural projects geared to women.

“Not an easy task when you consider Afghanistan women could not talk to us nor us to them. But we found a way to overcome their cultural requirements, working with their leadership to initiate poultry and beef projects.”



The U.S. agencies involved, including the U.S. Department of Agriculture, Department of State, and the Army, worked closely as a team with their Afghan counterparts, which could be challenging.



“Their representatives, like regional and provincial governors, were constantly changing, making it difficult to keep them on topic as new leaders brought new agendas to the table.” Sharing food can also serve as an ice breaker during important discussions and such meetings were also common during Colonel Osburn’s stay.

“Say, for example, IDOC mental health says we need to do something this way, operations says no, this way, and the attorneys say this way, well it was exactly the same in Afghanistan. That is why we had a board of directors, no unity of command but unity of effort. When everybody understands the objective it is so much easier; all moving in the same direction. Maybe we did not always get exactly what we wanted but our goal there and my goal here is to meet with all concerned, come to an agreement and always meet the intent of the Commissioner.”

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## Reflections, a Soldiers Story Article continued from page 4

When you think of agriculture, bullets, rockets and bombs do not come to mind. But in war torn Afghanistan it was a daily way of life for a year to Colonel Osburn and the troops under his command.

"We were attacked and infiltrated twice by insurgents and our (IDOC) policies for emergency plans, retrofitted to military applications, helped us respond in a quick, proactive manner," he said.

"We protected our perimeter and our staff with many IDOC mind sets. Our Battle Books are the Department's Emergency Plans."

Half of his force was dedicated to security, armed and ready to go, with over 180 combat patrols during his ten months on the ground. Spartan quarters, working in a very hot, unforgiving, often hostile environment was the norm. "We were a counter-insurgency operation based on agricultural endeavors, not linked to actual combat kinetics." But to give you an idea of the daily dangers faced, everyone in his command was awarded either a combat infantry or combat action badge.

"Your whole lifestyle changes...you just get into a routine, it does not matter what day it is, it is sun up and sun down. A major challenge for me was to keep everyone motivated, so no one became complacent, especially the last 60 days. You are there but now part of your mind is thinking of home. We received indirect fire, rocket attacks every other day, so you had to pay attention to detail, wear your body armor, protect yourself, and look out for each other. Once we got rocketed just 35 meters from headquarters so I called everyone together and made everyone put their tourniquets on a table, and had everybody take their

dog tags off. Some did not have them. What happens if your buddy gets hurt and you don't have your tourniquet with you? What if your buddy gets hurt and does not have his dog tags when they take him to the hospital? Shortcomings and lack of attention to detail could cost somebody their life!" Train like you fight, fight like you train. The parallel to the Department was uncanny.



"I would not be a Deputy Commissioner today if not for the military and I would not be a Colonel if not for the Indiana Department of Correction. Training and experiences learned in one arena have consistently complimented the other. I started in the trenches in both disciplines. I may not get to have daily contact with line staff based here at Central Office, but I understand and appreciate the impact my decisions have on them."

During the course of the interview Deputy Commissioner Osburn often looked at his wife Fran



Michael Osburn, Francis Osburn,  
James Basinger

(Superintendent, Edinburgh Correctional Facility) "While in theatre we decided to talk just once a week, during the weekend. Then I could focus solely on Fran and what was going on at home."

Some things you cannot put into words though, like their shared memories of that year apart still vivid as they looked at each other....the impact, the price they both paid in service of their country.

"Think each day of the job you are tasked with and do not be complacent. Safety and security is as important in combat as it is to us each day in the Department... and be proud, as proud as I am to work for the Indiana Department of Correction." ■

### More about Colonel Osburn:

25 Awards and Decorations including the Bronze Star, Meritorious Service Medal with 4-Bronze Oak Leaf Clusters, Global War on Terrorism Service Medal and Afghanistan Campaign Medal

#### Education:

Oakland City University/BS Degree-Human Resources

Oakland City University/MS Degree-Management

Army War College/MS Degree-Strategic Studies

(Attended 10 Military Schools)

13 Major Military Duty Assignments

# IDOC Going Green

By: Becky Deeb, New Enterprise Development Manager, PEN Products

## Wabash Valley: Solar Panels, Shower Systems, and Energy Efficient High Mast Lighting

The Wabash Valley Correctional Facility is going green, and saving “green” in the process. On February 22, 2011, crews began construction on a new project to place solar panels and other equipment on the roof of a maximum-security housing unit. Once complete, the solar heated water will be used by 200 offenders on the unit for daily showers. The panels will preheat water to temperatures of 150 degrees or more. The system is sized to provide about 40 percent of the thermal energy needed to heat the water, which in turn will offset the natural gas needed by the same amount. The end result is significant cuts in energy expenses for the housing unit every year.



The newly constructed solar panels sit atop P Housing Unit at WVCF.

The system will require little maintenance over its 30 year plus life span. The estimated energy saving value over that period? \$300,000! The system, with a price tag of \$75,000, will pay for itself in 15 years.

Mann Plumbing, Inc. of Bloomington, Indiana, installed the solar system, a process which took a few weeks. It is the largest commercial application of solar thermal technology in the state and a true measurement of solar

thermal efficiency.

Commissioner Bruce Lemmon said, “The Department is always looking for innovative and cost effective energy saving opportunities for our facilities and for the public we serve.” The pilot project, funded by the IDOC Division of Construction Services, could be expanded to other locations, as energy monitoring is studied and confirmed.

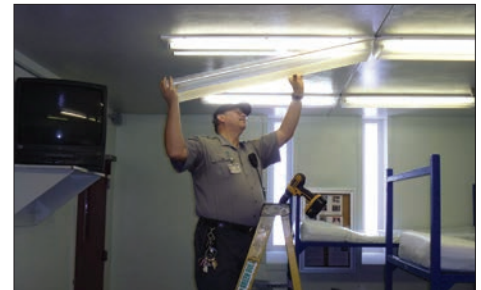
Wabash Valley is also installing a new shower system that is expected to make both a fiscal and environmental impact. This new shower system will have some effect on natural gas usage simply because of the efficiency of the use of water. Because of this efficiency, boilers will not have to work as hard to keep up with hot water demands. P-Housing Unit has been the first to receive this new shower system. This system is currently being installed in the five houses on the south side of the facility, and when completed, is expected to be placed soon after in the north side housing units.

The facility is also engaged in a process to retro-fit their high mast lighting with more energy efficient, lower wattage lamps. WVCF currently has 149 high mast lamps that utilize 1,000 watt bulbs. The new lamps will only require approximately 700 watts of electricity. This change could save almost 44,700 watts of energy for each daily use.

## Logansport Juvenile: LED Lights

Logansport Juvenile is doing its part to cut back on energy costs by installing LED (light emitting diode) lighting throughout the facility. The new LED tubes are four feet long and physically replace the standard

florescent light tube. But that is where the resemblance ends. The LED tube has a ten year life expectancy compared to less than two years for the old bulb. It uses only 19 watts of power compared to 40 watts and only half as many bulbs are required for the same light output. That’s a 76 percent power savings. That savings should pay for the new bulbs in less than a year and a half. But there are still other advantages.



Maintenance Foreman Larry Fry installing the new light inserts at Logansport.

The lights do not flicker as all florescent bulbs do and the light output is a much whiter light. The lights have very little heat output compared to the florescent tubes and in air conditioning season that’s a real plus. Ballasts are no longer required so the existing ballasts are removed from the circuit. This rewiring only takes about ten minutes, so ballasts can never go bad and the new bulbs wire directly into the ac circuit and that voltage can be from 120 volts up to 277 volts and still operate per manufactures specs.

Last spring, Wabash Valley also retro-fit the facility’s existing fluorescent bed check lights with energy saving LED lighting. Every cell on both sides of the facility has these new lights. This change resulted in considerably

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## IDOC Going Green Article continued from page 6

less energy use, longer lasting bulbs with less maintenance, elimination of the ballast requirement, and less expense of constant lamp replacement.



The Building Maintenance Vocational Class at Westville recycles class material.

### Westville: Recycling

The Building Maintenance Vocational Class offered by IVY Tech at Westville Correctional Facility has found a new way to recycle their classroom materials. As part of the course, students build a three-room, one bath framed home from scratch. At the end of the course, they will dismantle the house and cut all the wood and siding back to square.

The next class will then re-use the same materials to re-build the same house, but this time it will be about a 6-8 inches smaller in all dimensions. By repeating this process, the class will be able to use the same materials about four different times before having to start over by purchasing new materials in their original dimensions.

### Putnamville: A National Model

In June, Greenprison.org, a division of Correctional Security Network, hosted the first-ever National Symposium on Sustainable Corrections in Indianapolis, IN where the Putnamville Correctional Facility was cited as the Indiana prison leading the way in sustainability.

GreenPrisons.org chose Indiana as the location for the first symposium because of the efforts of former Commissioner Edwin Buss and current Commissioner Bruce Lemmon's actions to save taxpayer dollars by supporting green efforts. "Sustainability makes sense for Indiana," stated IDOC Commissioner Lemmon. "Governor Daniels has charged the Department to measure effectiveness and efficiencies, and sustainability has given us a great starting point."

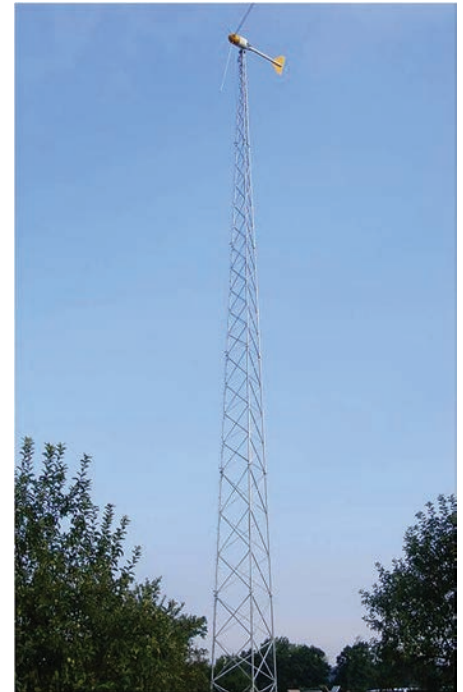
"Indiana was an obvious choice to host this inaugural symposium," said GreenPrisons.org founder and CEO, Tommy Norris. "Commissioner Lemmon's commitment to seeking out and implementing renewable and sustainable solutions to energy consumption is an example for the industry to follow."

Two days of workshops focused on cost saving sustainable practices



and training inmates in "green collar" jobs to ensure they are prepared for 21st century jobs upon re-entry. The Greenprisons.org Symposium focused on products and providers who play key roles in taking first-steps in greening the corrections community. Johnson Controls and NORESO, two leaders in sustainable energy practices, gave special targeted workshops.

To conclude the three day symposium, Commissioner Lemmon and over 70 attendees toured the Putnamville Correctional Facility where staff showcased facility achievements in sustainability.



A wind turbine on the grounds of Putnamville Correctional Facility.

Guests had the opportunity to view first-hand how each process worked

and how partnering with outside agencies, such as Johnson Controls, has enhanced the Department's sustainability efforts.

Tour highlights included the offender housing units recycling program, the Shifting Gears program (a facility based bicycle recycling program partnered with Bicycle Garage of Indy), the facility's biomass-boiler system that uses wood chips as fuel to heat the facility and the facility's water supply, the compost and recycling areas that have saved the facility thousands of dollars each year

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## IDOC Going Green Article continued from page 7



The Biomass-boiler is loaded with wood chips.

due to decreased waste hauling fees and by selling recycled materials, i.e., plastic, paper, copper, etc., to companies, and the wind turbine that generates enough energy to power the facility's Training Department.

"It's an honor to be recognized as

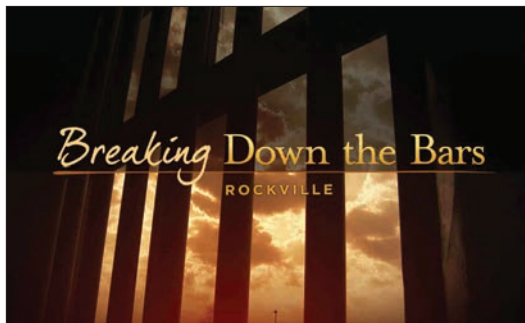
one of the leaders in corrections sustainability. Our achievements can be attributed to the commitment and support of the Department and the dedication of staff and offenders who work daily to reduce consumption and conserve resources. We will continue to work toward environmental conservation and a sustainable future," stated Putnamville Superintendent Stanley Knight.

Putnamville is one of four Indiana prisons (Pendleton Correctional Facility, Westville Correctional Facility, and Indiana State Prison) that use biomass boilers. The boiler has already saved PCF over \$1,000,000 per year. Other facility sustainable initiatives include a conservation water system



The Biomass-boiler at Putnamville has saved over \$1,000,000 per year.

that has saved 300,000 gallons of water per year, energy saving lighting, and a wildflower program that grow flowers for the Department of Transportation to plant along Indiana roadways for beautification and to deter erosion. ■



## Breaking Down the Bars

By: Heather Robertson, Counselor, Rockville Correctional Facility

In October of 2009, the Rockville Correctional Facility was contacted by 44 Blue, a production company based in California, about the possibility of filming a series on women offenders for the Oprah Winfrey Network (OWN). The series would focus on hope and rehabilitation behind bars to include staffing and programs available to the offenders for successful re-entry.

Filming began in November of 2009 and concluded in June of 2010. The production company followed eight offenders in their daily lives in prison from intake to graduations and the mundane activities of meal times and

mail call and finally, release. The show, titled "Breaking Down the Bars" also included background information on the offenders as well as interviews with family members, friends and victims.

OWN procured the services of world renown psychologist, Dr. Stephanie Covington, to work with these offenders one-on-one and in group



The crew from 44 Blue films Governor Daniels' visit to a CLIFF graduation at Rockville.

therapy during the course of the filming. Dr. Covington is the author of numerous books on trauma recovery and substance abuse treatment which serve as the basis for the Rockville Correctional Facility's CLIFF (Clean Lifestyle is Freedom Forever) program.

Through the compilation of vision, experience, and captivating subject matter, "Breaking Down the Bars" is a realistic, positive look behind the walls of Indiana's largest women's prison. The show premiered on the Oprah Winfrey Network on February 15, 2011.

To view clips of the show and learn more about the documentary, visit: <http://www.oprah.com/own/Online-Sneak-Peek-Breaking-Down-the-Bars> ■



# Wabash Valley PLUS/Pay it Forward

By Jacquie Mize, Case Work Manager, Wabash Valley Correctional Facility

**R**emember the movie, Pay it Forward? It was about a seventh grader given an assignment to come up with a plan that will change the world for the better. The little boy devise a system where the recipient of a favor does a favor for someone else rather than paying the favor back.

The movie of course had a bittersweet ending but the good will movement, the Pay it Forward concept, is very much alive at the Wabash Valley Correctional Facility PLUS Unit.

Our offender participants have always held American Veterans in the highest esteem and we love to help our veterans any way we can. The PLUS participants take great joy in sending our veterans quilts and gift packages. Most recently, the men made over 1500 Christmas cards and envelopes for our brave men and women serving stateside and overseas, for Lieutenant Governor Becky Skillman's annual Hoosier Cheer for Our Heroes Campaign.



Jacquie Mize, David Liebel, Richard Brown, Virgil Madden, Jack Hendrix, Diana Daugherty

Participants made these cards in less than three weeks and we were all very pleased with the finished

product and the hope that our veterans might take some comfort in their gifts.

But this is not the end of the story. Through this and the other community services our participants provide to the community at large, we received a huge surprise and honor from the Lt. Governor.

Virgil Madden, Senior Policy Advisor for the Lt. Governor, planned to visit Wabash Valley PLUS, to say "thank you" on her behalf. What an honor! The men of PLUS are always excited about showing off the unit to visitors and talking about our community service mission. They take great pride in their work and this is reflected in the way they present themselves to visitors and the good work they do for the community.

Mr. Madden, a very energetic and engaging man, was eager to learn about our program directly from the men of PLUS. He took time to talk with all the participants and to learn about the quilting, art classes, religious studies and other activities that take place in the faith and character based unit. Mr. Madden personally thanked everyone responsible for heading up the Christmas card project. He stated that "this is really an impressive program".

After we dazzled Mr. Madden, he gave the program participants and staff a very inspiring speech. We all were grateful that our work had been of some cheer to our veterans and that the men's hard work was recognized, but what came next was a knock out. Although, I think Jack Hendrix, Assistant Superintendent of Re-Entry and staunch supporter of

our program, knew what was coming as he was smiling like a Cheshire cat.

My suspicion was confirmed when Mr. Madden presented PLUS staff with the prestigious Partner in Progress Award, the highest civilian honor bestowed by the Lieutenant Governor! A great sense of pride sunk in as program participants and



Offenders Phillip Stroud and Mitchell Swallows with Virgil Madden

staff realized what a great honor we had received. The Partner in Progress Award is the first of its kind for the Indiana Department of Correction (IDOC) and for the PLUS Program.

This award not only made us aware that our works over the years have been noticed but inspired us to want to do more to deserve this honor. Pride in our program is contagious, the more we do the more we want to do. Good work is funny that way. The men and staff get as much out of our good deeds as do the recipients. I am lucky to have such a great job in the IDOC, where I see the positive and not just the negative in this environment, that re-entry success begins here and continues upon release. The PLUS unit will continue to do good works and to borrow a catch phrase...Pay it Forward. ■

# Spin Cycle: A Laundry Tale

By: Susan Harrington, Laundry Foreman, Wabash Valley Correctional Facility

I work in laundry operations at the Wabash Valley Correctional Facility. Keep a lot of clothes clean, pretty cut and dried I thought (make that washed and dried) anyway, not such a big deal, right? I quickly found out the process of washing clothes for 2,100 plus offenders is no easy task. My day begins early, around 4:00 am. First thing is tool inventory check, inspection of equipment and searching the area for contraband. All of this is done before offender workers arrive to start the daily washing process at 4:30 am I work with "Buck" Mullis and "Augie" Blanc, supervising ten offenders. Our crews process over 120,000 pounds of laundry every month. Now that's a lot of dirty laundry!



William Mullis, August Blanc and Susan Harrington

I think clean clothing has a positive effect on anyone's mood, even maximum-security offenders. Laundry is an important part of good sanitation at Wabash, which in turn helps promote a safer work environment for all of us. And now the spin on how the cycle works. We use approximately 120 gallons of detergent and 90 gallons of bleach each month along with plenty of softener and a sour, (technical term) which helps reduce the possibility of a sensitive individual's allergic reaction to laundry chemicals. Laundry chemicals are automatically dispensed, and kept

under lock and key as they can be very dangerous in the wrong hands.

Like laundry establishments in the civilian world we also get complaints from time to time. Once by accident some garments came out pink, making me see red until the memory, like the clothing, faded.



WVCF staff supervise an offender loading laundry.

Rehabilitation plays an important role in the IDOC. Offenders who work in laundry operations learn effective ways to interact with others. They work a pressing weekly schedule in a demanding work environment, loaded with responsibility. And they also learn job skills they can take with them upon release. Yes, they can literally take it to the cleaners. We only tell clean jokes in laundry.

The annual budget for laundry operations at WVCF, no drop in the bucket, is around \$209,000.

Approximately \$38,000 of it pays for the chemicals and \$9000 goes to buy laundry bags. Water usage costs the facility in the neighborhood of \$20,000.

I hope the TIDE has turned in terms of how you perceive laundry. It has an important role in a correctional environment and I am proud of the work we do every day at Wabash Valley. ■

# Heroes for Recovery

By: Mike Smith, Public Information Officer, New Castle Correctional Facility

**New Castle Correctional Facility's Deputy Superintendent, Craig Hanks receives state-wide award from Mental Health America of Indiana!**

On Thursday, December 16, 2010, at The Omni Severin Ballroom in Indianapolis, Indiana, Mental Health America of Indiana and Choices, Inc welcomed guests to the annual Heroes for Recovery 2010 Awards Banquet. Carla Gaff Clark, Ph.D., Mental Health America of Indiana, Board Chair introduced 10 Heroes for Recovery award recipients. Based on the nomination of the State Director of the National Alliance on Mental Illness, Craig Hanks, the GEO Group, New Castle Correctional Facility, received a Heroes For Recovery Award representing the Consumer Advocate category.

The nomination for Hanks read, "Many people who work in Corrections are mission driven to their role as a public servant and want to serve in the most honorable of capacities. Craig Hanks has risen well above the ranks with that regard. This man truly knows he is in the human being business." The nomination goes on to specifically cite the development of curriculum for mental health training while Superintendent of the Wabash Valley Correctional Facility. This resulted in a dramatic decrease in the use of force; and "the use of other offenders as companions in the "end of life" unit, so no one would die alone. Most recently he participates with a highly recognized group of experts who are launching Crisis Intervention Teams for Corrections through the National Institute of Corrections. We should all learn from his example when we think things are too big or larger than life. Yes, one person can make a difference. And, Craig Hanks from right here in Indiana is definitely making a difference!" ■



## Rare Jailbird Sighted

By: John Schrader, Public Information Officer, Westville Correctional Facility

**W**estville Correctional Facility (WCC) was privileged to host an extremely rare bird in early March. Staff could not believe their eyes when a Snowy Owl was spotted on top of one of the towers around the perimeter. The Department of Natural Resources was contacted to verify that the bird was in fact a Snowy Owl from the arctic.

Brad Bumgardner, Interpretive Naturalist from the DNR, is employed at Dunes State Park about ten miles away. He also happens to be the Chairman of the Indiana Birds Records Committee. He came the next day and confirmed the sighting. According to records, a snowy owl is seen only once every 2-3 years on average in Indiana. Mr. Bumgardner noted "It is a very rare opportunity to see a snowy owl so far from its normal habitat."

Initial reaction was to notify the media immediately. However, it became apparent that dozens of media representatives and hundreds of birdwatchers from Indiana and the surrounding states could come flocking to the facility perimeter, creating serious security concerns for prison operations and scaring the bird away.

After consulting with the DNR, Superintendent Mark Levenhagen made the decision to allow a select group of dedicated birdwatchers limited access over one weekend to see the bird. The owl was then left undisturbed until it was ready to fly back to its normal habitat several days later.

"We feel blessed to have had this opportunity," noted Levenhagen. "While the facility grounds provided an excellent respite for this Snowy Owl, safety and security concerns simply prevented us from opening the facility to give everyone an opportunity to see it. We hope the photo allows the nearby community some pride in hosting this magnificent and rare creature."

### About the Snowy Owl

The Snowy Owl, also known as the Arctic Owl or Great White Owl, is a large owl that lives in the northern Arctic tundra. Although sightings of these birds are common in Canada and the northern Midwest portion of the United States, this nomadic bird has been spotted as far south as Texas.

Snowy Owls are active during the daytime and fly close to the ground, usually perching on the ground or a low post. These owls have a "sit and wait" hunting style and prey mostly on small rodents, mammals, birds, fish, amphibians, crustaceans, and insects.

The most famous snowy owl in today's time is Hedwig of the Harry Potter books and movies. ■



## "Back to Basics"

By: Kathy Goen, Regional Training Director, Plainfield Correctional Facility

**T**he Plainfield Training Complex has been asked by Staff Development Emergency Operations (SDEO) to pilot a new course during annual in-service training called, "Back to Basics or B2B." The pilot program will begin on August 6, 2011 and will run through September 29, 2011 for Plainfield Correctional staff only. SDEO will utilize our experiences during the pilot program to make any updates or changes to the program. Once the updates are complete it will be rolled out to all facilities to begin instructing the course during annual in-service training.

You're probably asking yourself, "What is Back to Basics and how is this going to benefit me?" At least that's what I was asking myself when I heard about it. The Back to Basics is a course designed to improve the knowledge base of employees and enhance the current state of the overall running of the facility. The purpose of the B2B process is to establish a method for the periodic and systematic evaluation, review, and revision of post orders, procedures, work areas, security concerns and the way we conduct our daily routines within the guidelines provide by DOC.

The benefits for you are to be better trained and more prepared to do your job. It will increase your understanding of the facility and departmental practices and procedures, increase morale, ownership, and teamwork.

Article continued on page 13



# High Risk Offenders Succeed in ACT

By Tom Patterson, Counselor, Westville Correctional Facility

**F**or several years now the Westville Control Unit has offered a unique program to help offenders adapt called Actions, Consequences and Treatment (ACT). The program gives offenders a chance to return to general population, high risk offenders in the past having never been given this type of opportunity.

Fourteen offenders are chosen among the many applications. This select group meets certain behavioral and academic criteria and has their segregation time set aside for a year of programming at WCU. Offenders pass through four, three month phases for a success story that is not often seen at high risk institutions. Upon completion of the final phase they cross the threshold to general population for "reintegration" and six months at a separate facility. Some 71 have graduated and custody officers remark how well behaved, quiet and controlled offenders tend to be.



Administrator Gary Brennan, Doctor Thomas Allen and Casework Manager Doug Barnes interview a candidate for the ACT program.

Offenders are required to watch videos in their cells and do assignments to show they understand the subject at hand. The coursework was researched and created by Superintendent Mark Levenhagen, Superintendent Wilson, Administrator Gary Brennan, casework managers, counselors and mental health care professionals at the control unit.

Topics covered in the first phase include mind altering drugs, anger,

hepatitis and self-esteem. Also offered is a series called Cause & Cure, completed each week to probe underlying mental issues as well as Commitment to Change that emphasizes positive avenues and attitudes.

As offenders finish each phase their investment in the program increases, and it is hoped that behavior and attitude become more and more important to them. Each phase presents an ever increasing level challenge with its tapes (or CDs) for TV, written assignments and readings.

As an incentive, offenders are offered \$10 of food on commissary every other week in the first phase and more in subsequent phases. This is a big factor in the lives of high risk offenders who are not allowed to order such fare.

Meanwhile, the program is administered by staff who monitor the written homework by a health care professional who evaluates the mental and emotional progress. "It takes some time to read through these assignments and record each as complete," said a counselor in the program. But the results so far have been worth it and Superintendent Mark Levenhagen seems to think so, "The ACT program has exceeded my expectations," he said.

Previous Superintendent Bill Wilson was so impressed, he said, "I want to recommend to the commissioner that ACT be the program of the year." Indeed, it was the offenders who helped make the impressions and during the reviews each seemed optimistic about the program, words seldom used with this level of offender, many having decades or life sentences to serve. ■

## IDOC Best Practices: Offender Financial Responsibility Plans

By: David S. Burch, Director of Apprenticeship and Pre-Release Services

**T**he Indiana Department of Correction (IDOC) understands that offender re-entry is a dynamic and fluid process. Offenders have numerous areas of concern that need to be addressed prior to their release from prison. The ability to obtain proper identification, housing, employment, and education are just a few of the issues that offenders must address before returning to their home communities. In 2010, Indiana

released over 19,000 offenders. Those offenders will need to address all of these issues and the overall difficulty of obtaining financial resources to assist in their transition. Financial obstacles to former offenders include money owed for court fees, victim restitution and child support. It is important that offenders are held accountable to meet these financial obligations.

**Article continued on page 16**

# IDOC Hosts Grand Opening of INVET Program

By: Jerry Vance, Program Director



Alexis Dean, Re-Entry Specialist for the INVET Dorm, is interviewed by WISHTV's Scott Sanders about the program.

The Indiana Department of Correction's (IDOC) newly implemented Veterans Unit celebrated its grand opening on Tuesday, March 8, 2010. The event took place at the Indianapolis Re-Entry Educational Facility (IREF) at 10:00 a.m. It included a formal flag raising ceremony, a tour of the facility, and comments by IDOC Commissioner Bruce Lemmon, IDOC Director of Programs Jerry Vance, IREF Superintendent Beckie Bennett, as well as other various speakers from the Department of Veterans Affairs and the Indiana Department of Workforce Development.

The IDOC's first specialized program geared towards assisting incarcerated veterans, the Indiana Veterans Education and Transition (INVET) Program provides specific case management, mentoring, and other services to aid them during re-entry and helps coordinate efforts among other agencies providing benefits to eligible veterans.

Currently, the program, which can provide services for up to 106 residents, houses 28 residents that moved into the unit on January 11, 2011. The goal of the program is to increase the chances that incarcerated inmates successfully re-integrate into society upon their release.

"I think the INVET Program will make a world of difference in the lives of veterans incarcerated at IREF," said one program participant. "The information

we have received from the workshops so far and the face-to-face contact with representatives from the VA Medical Center, Vocational Rehab and Homeless Program, and the Department of Workforce Development has already helped me make tremendous strides in my re-entry."

IDOC Commissioner Lemmon stated, "The INVET program could not have been

established without the support of the Department of Veterans Affairs and the Department of Workforce Development. We are grateful for their continued partnership in our efforts to increase successful re-entry for incarcerated Veterans in Indiana."

Director Jerry Vance added, "I am very excited about this new initiative to assist our incarcerated veterans in increasing their chances for successful re-entry into our communities, and return to being contributing members to society." ■



A visitor stands below a U.S. Army seal painted on the wall of the dorm.

## "Back to Basics"

Article continued from page 11

Now you're thinking, "What am I going to have to do?" The course is harmless. You will be given a topic prior to coming to class. The topic can be found on the SCOOP, Training Board or just ask your supervisor. You will have to complete a CBT titled, "Back to Basics," before taking the class. The computer based model details the program and the roles and responsibilities of each participant. The course is three hours long, so during the scheduled class time you will be given all documentation needed to fully review that topic. Once you review all of the documents, staff will be given the opportunity to observe and interview employees who perform the task needed for that particular topic. Before ending the class, you will, as a group, report out your findings to the facilitator and a report will be completed reflecting the group's findings and solutions concerning that topic.

All participants will interact in the program and staff names will be placed on the report. If you do not participate in the program you will not receive credit for completing the course.

I want you to remember this is a great opportunity for you to learn more about the facility and the entities' that govern the running of a facility. It's your opportunity to be a positive mover and shaker in the way we do business. We are creating our own culture made up of strong security minded staff that respect, understand and support each other. It begins with you! So make your mark! ■

# Once Abused, Now Adored

By: Ted Brewer, Best Friends staff writer (reprinted with permission from Best Friends.org)

***A former victim of cruelty has one amazing year proving the power of the animal welfare network in the Chicago area.***

**D**olly went from being the object of one man's cruelty to being the object of another man's adoration. And in between, the pit bull terrier experienced the power of welfare networking in the Chicago area and beyond. The past year could not have been a more eventful or meaningful one for her.

After police rescued her from the home of a man who had been charged with assault and animal cruelty, Chicago Animal Care and Control (ACC) took custody of her. When Dolly arrived at ACC, she was emaciated. Moreover, she had just given birth to a litter of puppies, all of whom were emaciated as well. (All of the puppies eventually were adopted out through local rescues.)

At ACC Dolly became one of the first dogs to be enrolled in the Court Case Dog program, spearheaded by Best Friends and Safe Humane Chicago in collaboration with ACC and D.A.W.G. Court Advocates. The program involves assessing, training and finding homes for dogs who have been the victims of cruelty, abuse or neglect and who have been impounded at ACC as evidence in the former persons' court cases.

Until last year, most dogs residing at ACC as



Photos by Molly Wald and courtesy of Cynthia Bathurst

Pictured below: Dolly with her handler, Offender Don Schott, during her stay in the Prison Tails program.

evidence in animal cruelty cases were euthanized once the cases were decided. Not any more, thanks to the Court Case Dog program.

Dolly spent six months at ACC before Janice Tryptow, president of Chicago Canine Rescue Foundation (CCRF) and trainer with Best Friends' Community Training Partners program, transferred Dolly to the CCRF, one of Best Friends' Network Charities, which has signed on to the Best Friends' goal of achieving No More Homeless Pets.

Because of her sweet and goofy disposition, Dolly became a poster-dog for the Court Case Dog program, appearing with Chicago White Sox pitcher Mark Buerhle and his wife Jamie in a public service announcement promoting the program. The PSA, in which Dolly sits with the couple in the U.S. Cellular Field, appeared during one of the White Sox games last season.

While at CCRF, Dolly was attending basic obedience classes. She also became part

of Safe Humane Chicago's Lifetime Bonds program, in which select boys at the Illinois Youth Center, a detention facility for boys, work with shelter dogs.

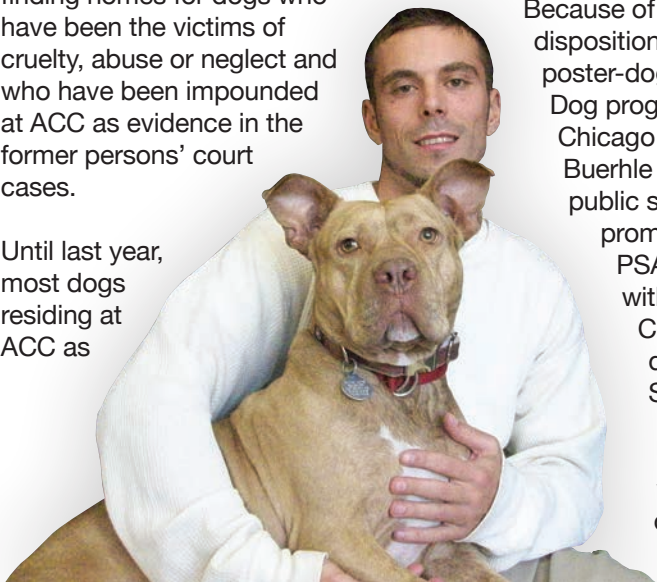
But even with her appearance in the PSA and the training she was getting, Dolly was still not attracting potential adopters. Dolly sometimes got aggressive with other dogs and could be overly mouthy with people and her possessions. Janice realized she didn't have the resources to help Dolly alter that behavior, so she and the rest of the team at the Court Case Dog program started looking around for a solution.

They found it in Mixed-Up Mutts (MUM), a rescue and training center in northwest Indiana. MUM places difficult dogs in the award-winning Prison Tails program at the Westville Correctional Facility. Through MUM, Dolly got one-on-one training from an inmate at Westville and became the first dog in the Court Case Dog program to pass the Canine Good Citizenship test, certifying that she exhibits basic good manners around people and other dogs.

Once finished with her training, Dolly returned to CCRF, where a volunteer named Tim Davoren was waiting to foster Dolly and help her maintain her good behavior. Tim works in Chicago as a project manager for a power company.

Tim's previous dog had, just the month before, passed away, and he wasn't planning on adopting anytime soon.

**Article continued on page 15**





# GIRLS Inc. and MJCF a Match!

By: Galen Bremmer,  
Community Involvement Coordinator,  
Madison Juvenile Correctional Facility

**“Inspiring all girls to be strong,  
smart and bold!”**

**W**hat more could you ask of an organization supplementing the regular programs at Madison Juvenile Correctional Facility (MJCF)? That slogan is the national mission of the Girls Inc. organization. The Girls Inc. girl belongs to a community that empowers her to pursue the biggest dreams that she can dream. The girls are supported by a national organization that is committed to inspiring the greatest leaders of tomorrow. That is just exactly what has been missing in many of the student’s lives at MJCF.

Regardless of who they are or how they arrived at the Indiana Department of Correction, these girls are being told they can be just exactly who they want to be and do what they want to do to be a success. This is a dream that most of the girls have lost along the path that has led them to MJCF. They have been told by families, friends, teachers, court systems and many others that they are failures who will never amount to anything.

Local Girls Inc. Director Susan Stahl just could not accept that the fact that many of these girls were faced with this reality. So, just weeks after the all female juvenile facility opened its doors in November of 2009, Susan contacted Community Service Director Galen Bremmer asking what she could do. Though Bremmer had been contacted by both the Boy Scouts and Girls Scouts, Stahl stood ready to get things started.

**Article continued on page 17**

# The Volunteer Voice

By: Michele Lincoln, Librarian, Wabash Valley Correctional Facility

**B**udget cuts, staff shortages, increases in inmate population – combined these create tremendous need for volunteer assistance throughout our prison facilities. Wabash Valley is no different. Without our volunteers, many areas shown to assist in rehabilitation, particularly our programs areas, would fall by the wayside. Many of our church services and Bible studies are led by volunteers, as are P.L.U.S. classes, Inside/Out Dad’s events, and our P.R.E.P. weekends. But our volunteers are not staff, so how do we keep them effectively informed about the day-to-day activities of the facilities?

Enter “The Volunteer Voice”. The Volunteer Voice is the Wabash Valley Correctional Facility’s monthly newsletter created exclusively for our volunteers. Through it, volunteers are given a calendar of events taking place within the facility, reminded of their scheduled times for involvement, recognized for their hard work & dedication, and made aware of new opportunities to get involved.



Offenders Robert Pelley, Bryan Brown and WVCF Programs Coordinator Michele Lincoln

Each month special events from the previous month are reviewed so volunteers are exposed to other areas of service and the value of each of their contributions is thus illuminated. Additionally, important upcoming events are highlighted so volunteers are able to indicate interest and plan accordingly. The Volunteer Voice has given us a voice with which to reach our volunteers, and has given voice to the tireless, selfless service they provide on a week to week basis. ■

## Once Abused, Now Adored Article continued from page 14

About eight hours after he brought Dolly home, after she had sniffed out his apartment and acclimated herself to her new surroundings, Dolly got on his couch. Tim sat next to her, and before long she was leaning against him.

“I thought, ‘no way am I giving this dog back,’” he says. “The fact that she could be so sweet with an absolute stranger, after all she’d been through, was just so endearing to me.”

Tim’s first experience fostering a dog turned into a “failure.” He, of course, adopted Dolly. They’ve now been

together for about a month.

“Every day I’m all that much happier about getting her,” he says.

What you can do:

- Learn more about Safe Humane Chicago and how you can support life-saving efforts like the Court Case Dog and Lifetime Bonds programs.
- Your support of Chicago Canine Rescue Foundation (CCRF) and Mixed-Up Mutts (MUM), allows them to continue to help find loving homes for dogs like Dolly. ■

## IDOC Best Practices: Offender Financial Responsibility Plans

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Prior to July 1, 2009, an offender would be released from prison with a check for, at a minimum, \$50. Former IDOC Commissioner Edwin G. Buss understood the need for offenders to have more financial resources upon their release and took action in early 2009 to address those needs.

In the Spring of 2009, Senate Bill 244 was introduced into legislation. This bill, if passed, would require each inmate to save at a minimum 15 percent of their pay earned while incarcerated. This money would be placed into an offender Re-Entry Account and only be accessible upon their release from the IDOC. Through demonstrated need and collaborative work with the legislature, the law passed and now mandates that offenders plan financially for their future.

The Department initiated a Financial Responsibility Plan (FRP) for each offender effective July 1, 2009. The advent of the FRP as a separate account meant that offenders will

now save and budget a minimum of 15 percent of their state pay while incarcerated. Prior to the FRP, many offenders would spend every dollar earned on commissary items and have no plan for their release. The FRP places the thought of release and financial responsibility into the forefront as offenders plan for essentials needed before returning to their communities.

Senate Bill 244 and the Financial Responsibility Plan serve two purposes for IDOC offenders. For the first time, offenders are sitting down with Unit Team Staff and developing a personal budget. At times, considering the number of offenders serving short sentences, the dollars saved by individuals may not seem large, but the practice of budgeting and saving money is a life skill that some have never learned. Secondly, offenders now have the opportunity to save money prior to their release for housing, transportation costs, legal fees, reinstatement fees, or any other financial roadblocks they may face prior to release. Through every

offender's individualized Re-entry Accountability Plan and FRP he or she is able to document those needs and develop a plan of savings to address them. Offenders released from the IDOC since Senate Bill 244 was passed are leaving with an average of \$25 more than they were prior to the development of the FRP. The Department has also had offenders leaving with an excess of over \$100 in their Re-entry Accounts since the inception of the FRP.

Due to the focus that Indiana has placed on offender re-entry, the Indiana Department of Correction continues to forge new and innovative ideas to enhance the opportunity for an offender's successful reintegration into society. Innovations in corrections such as the Financial Responsibility Plan are the type of concepts being implemented in Indiana to enhance re-entry, reduce recidivism, and provide a safer Indiana for all Hoosiers. ■

## Cats Get "Life" at the Indiana State Prison

By: Pam James, Public Information Officer, Indiana State Prison

**F**or offenders, who sometimes have never taken care of anything, the Indiana State Prison (ISP) is giving them the opportunity to care for another life. And what's more remarkable, it's taking place within the confines of the maximum security prison in Michigan City. ISP offers a program that allows offenders to possess cats as pets.

The program started sometime in the late 1970s, when the prison administration wanted a policy to address the stray cats that had come to call the facility home.



Staff at ISP see a positive impact on the offenders' behavior from interacting with their feline friends.

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## Girls Inc. and MJCF a Match! Article continued from page 15

Meeting with Bremmer and touring the facility, the girls captured her heart.

Bremmer recalls, "After touring the facility Susan was literally choked up with emotion. She could just feel their stories and cries out for the empowerment to be someone."

Bremmer was well aware of the spectacular organization that Stahl runs in Jefferson County and after researching the national organization with roots back to 1864 and programs like Women of Achievement, You're Amazing, Girls Shape the Future, Self Esteem, and more, he rushed to get Stahl trained as a registered volunteer to get the program running. Stahl decided that at first, she would facilitate the program herself, jamming it into a schedule that was already very busy. A year later, she continues.

Girls Inc. is the most popular volunteer program at MJCF. Stahl comes into the facility every other week. The program's membership is limited to 15 students so that she can feel comfortable working with the students one-on-one. To get into the program, students have to sign up immediately upon arriving at MJCF in the hopes of being able to participate the last few months of their stay. The program is an activity-based with a lesson imbedded, and there is usually food involved.

One student quips "I just come for the food," when asked what she likes about Girls Inc. Another says, "Yes, but what I like is the fun activities that always end up teaching me something."

Stahl says the program is about balance, "I try to balance fun with learning. Because I know nothing about these students which is not the case in our regular programming at our center, I walk in blind each visit. Trying to stay neutral and not trigger emotions is a challenge."

Programming is indeed a challenge by the time you eliminate all the supplies that are not allowed inside a correctional facility and the fact that her membership changes virtually each week with students leaving and new students coming in to the organization.

"I am sure that her gate release each week gives Control the shudders", laughs Bremmer. "I have to watch the list very carefully—you can't imagine how hard it is to cut a cake in the facility." So, this week it is cup cakes, but the lesson starts a series on manners. Cooking skills, presentation skills, and confidence have been themes in the past.

"I come to MJCF for these reasons: I want these students to at least envision a life for themselves that is productive and peaceful. It concerns me that they choose to surround themselves with people who are not a good influence for whatever reason. I've started asking them to check their "baggage" at the door when they come to Girls Inc. They seem consumed by what is going on at the facility or about whom they are going to hook up with when they leave. I just want them to have a different focus while we are together."

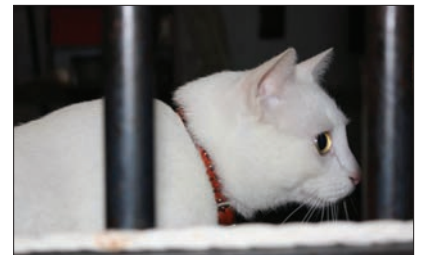
Stahl added, "I'm also trying to do activities that are a positive experience and make the students feel good about them. I treat them with respect and ask for that in return."

Stahl says that she does not know what she is accomplishing yet, and of course neither do the students at this point. They benefits may well be a few years down the road, but Stahl feels that Girls Inc definitely has something to offer these students and the staff at MJCF certainly agrees. ■

## Cats Get "Life" at the Indiana State Prison

Article continued from page 16

For an offender to qualify for a cat, they must have good conduct, a job, and have the money in their account to pay for food, medical care, the cost of having the animal spayed or neutered, and routine vaccinations. Currently, 75 offenders are allowed the privilege of cat ownership. Offenders in four cell houses, including Death Row, may have cats, though those on Death Row do not have jobs.



The program benefits both the offenders and the cats, which are adopted through a local shelter in Michigan City.

Owning a cat gives the offenders something to love that's theirs and teaches responsibility. If an offender can no longer care for his cat, the cat may be sent to the offender's family, returned to the cat shelter, or it may be offered for adoption within the facility. There is always a list of offenders waiting to be the next lucky cat owner.

The program has shown that offenders who have cats are very well behaved. The cats are like family members since some offenders have been in the prison for so long. This is an opportunity for offenders to get unconditional love. The animals are not judgmental and do not care what crimes were committed by the offender prior to his incarceration. The cats just want to be loved. ■



# PEN Products' New Business Model— Preparing for the Future

By: Becky Deeb, New Enterprise Development Manager, PEN Products

**T**he Indiana Department of Correction has continually challenged PEN Products, IDOC's Correctional Industries Division, to increase the number of offender jobs, to thoroughly analyze all areas of the business to maximize efficiencies, and to focus on providing offenders with rich on-the-job experiences while preparing them for a successful re-entry.

PEN, is an acronym for Prison Enterprises Network. However, six years ago the individual businesses, although connected under the same name, were not operating as a network but more as individual businesses. Some were succeeding while others were failing. The overall total financial picture masked some of the realities of the individual businesses. This scenario is not uncommon to Correctional Industries. Many profitable businesses cover for those that are unprofitable. This is done in order to maintain as many offender jobs as possible which fulfills PEN and the Indiana Department of Correction's mission.

With the election of Governor Mitch Daniels in January of 2005, it soon became clear that it would no longer be business as usual. All state agencies were being challenged to reduce spending across the board and this would be no different for PEN Products. Soon after assuming the role of Director in May, 2005, Mike Herron began reviewing all areas of PEN's business. The first area to be examined was the partnerships with private sector businesses. Mike expected that existing unprofitable partnerships be returned to profitability, either by increased hourly

rates or minimum charges that would secure at least a breakeven for the individual operation. Director Herron insisted that PEN Products, an arm of government, could not subsidize any private sector business. Director Herron challenged Becky Deeb, New Enterprise Development Manager to review all its partnerships and either rates were increased or the contract would have to be terminated. In most all cases the operations continued. Additionally, a new methodology was developed by Controller, Mark Spratt to analyze new partnerships. This new methodology has been used ever since and over six new partnerships have been added with the total offender jobs involved in private sector partnerships being increased to over 800 jobs by the end of 2010.



The newest private partnership, refurbishing brake shoes, operates 24/5 creating over 150 jobs at the Correctional Industrial Facility.

After the restructuring of the joint venture partnerships, Director Herron challenged his staff to review all other areas of PEN's business. After careful review, many operations were consolidated. The five sewing operations were merged into just two separate facilities. The two wood furniture operations were

consolidated into one. The main shipping warehouse was consolidated into our Commissary Distribution Center. These moves allowed for a much better utilization of staff and equipment, while at the same time maintaining offender employment. Additionally, the food processing plant that provided over 200 offender jobs, but lost over \$2 million annually, was closed. The farm operations were downsized and most tillable land was cash rented to private sector farmers.

With all these consolidations and closings, PEN was able to reduce staffing by 40 percent. All of these reductions took place either through retirement or redeployment to areas of security and maintenance. Not one staff was terminated due to the consolidations and closings.

During this same time, the PEN Products central office occupied a large warehouse and modern office facility in Indianapolis. This was a leased facility and when the lease expired in 2010, PEN was able to move its Central Office to downtown Indianapolis on the grounds of the Indianapolis Re-Entry Education Facility (IREF). This move reduced the administrative overhead that was spread to all operations and allowed individual enterprises to be less burdened by this expense. The new location was closer to the Indiana Department of Correction's main office and also closer to many of PEN's customers. The PEN Central Office is also able to utilize over 30 IREF residents in sales, accounting and administration.

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## PEN Products' New Business Model—Preparing for the Future

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Under the direction of Sales Manager, John Rardin, PEN Products also has expanded its traditional products customer base from mostly Indiana Department of Correction and Indiana state agencies to local governments. Additionally, sales to non-state agencies have increased by 90% in the last two years. The Commissary segment of business, which services the offender population with snacks, health and beauty, stationary and clothing items has continued to grow. It has expanded by serving Indiana jails and community correction facilities. Under the Project Manager, Becky Deeb and Procurement Manager, Mike Jones, PEN Products has also added the INTouch program where offenders can purchase gifts for their friends and family. The Commissary operation provides over 230 offender jobs, and is totally self-sufficient.



Over 230 offenders learn valuable warehousing skills while picking and packing 25,000 orders per week at the Plainfield Commissary Operation.

PEN Products has continued to focus on self-sufficiency and increases in offender jobs within its operation. Since 2005 offender job numbers have exploded by 84%, from 982 jobs in 2005 to 1,807 at the close of 2010.

One of IDOC/PEN's most proud accomplishments is the growth of the U.S. Department of Labor Apprenticeship program under the



Offenders earn USDOL Apprenticeships in preparation for a successful re-entry.

direction of Doug Evans, Operations and Re-Entry Manager. From 2006 to 2010 IDOC/PEN not only started the U.S. Department of Labor Apprenticeship program but has also become a national leader in this endeavor. Indiana currently has the nation's largest Apprenticeship program behind prison walls. The success of Apprenticeship has also been the catalyst for the development of the Job Placement Program. This portion of IDOC/PEN Products' re-entry efforts took a huge step forward in 2009. Three PEN Correctional Industry employees were selected to attend the National Institute of Corrections Offender Workforce Development Specialist training. After completion, all three became certified as Offender Workforce Development Specialists (OWDS) and Global Career Development Facilitator. They will be using this certification in 2011 to train an additional 30 Indiana Corrections Professionals in the OWDS curriculum. The training was funded by the National Institute of Corrections. The tools taken away from this training have resulted in offender Career Resource Centers, offender monthly Job Clubs, and a six hour workshop titled "Career Path Planning." These workshops are designed to teach offenders a career approach for their future. Offenders and staff attend the training

together and learn about Career Theory, Job Retention, and Time Management. These opportunities are truly changing the mind set of those offenders leaving the Indiana Department of Correction and moving back into our Indiana communities.

When Director Herron was asked how so much has been accomplished, he stated, "We have a strong management team and staff. Whether it is purchasing, finance, engineering, sales, new enterprise development, operations, job placement and graphic design, we have staff that believes in what we are doing and have the desire to make positive changes. We also have tremendous support from Commissioner Bruce Lemmon, as well as the entire executive and facility staff of the Indiana Department of Correction."

PEN Products will continue to prepare for the future by continuing to expand offender jobs, which will bring correctional industry re-entry programs to more offenders and help further reduce Indiana's recidivism. ■



### Mission Statement

PEN Products equips offenders for successful re-entry through meaningful work while operating in a self-sustaining manner.

### Vision Statement

PEN Products workers positively impact the recidivism rate.

# 2011 Legislative Post-Game Report

By: Tim Brown, Legislative Director



**W**ith the 2011 Session behind us, lawmakers were unable to come to a consensus in regards to sentencing reform, however, there was firm agreement that reform must take place. Lawmakers and the executive branch have agreed to work during the interim session to draft a new proposal. Even so, laws were passed that will benefit the Department. More information about these bills, including what area(s) of the Department they will affect, is described below.

**HB1316 Parental reimbursement for juvenile services**—The principle of this bill is to keep parents engaged in their adjudicated children's treatment by requiring parents to pay some of the associated costs. While the juvenile court may determine if a parent should pay costs, the juvenile court may not order a parent to pay if there is a specific finding that the parent is unable to pay. The Department will maintain the incoming funds and keep track of all payments made. Upon release, the child support order should revert back or a new child support order established to the child's guardian. Additionally, the legislative council will study whether there should be additional oversight of this process.

**Division(s) affected:**  
Youth Services and Fiscal

**HB1416 Credit time**—This bill closes a loophole pertaining to earned credit time for high school diplomas from unrecognized correspondence schools. Now for an offender to earn credit time for a diploma through correspondence courses, each course must first be approved by DOC. It also specifies periods of confinement are consecutive even if a release was based on an erroneous court order. It requires DOC to identify to the parole board, and provide certain information regarding, offenders who have been confined for 21 to 25 consecutive years, depending on educational credit time earned.

**Division(s) affected:** Education, Classification

**SB0366 State department of health matters**—As it relates to IDOC, requires the State Department to annually inspect certain DOC facilities only if the facility is not accredited by a national accrediting organization.

**Division(s) affected:** Medical, Operations, Food Services and Construction Services

**SB0528 Various motor vehicle issues**—As it relates to IDOC, authorizes the BMV to issue distinctive permanent plates to DOC for vehicles used for official business by correctional police officers.

**Division(s) affected:** Emergency Response, IA, and PEN Products

**HB1001 Budget Bill**—As it relates to IDOC, contains the Agency budget. The budget increased by \$2M to cover post secondary costs incurred because the State Student Assistance Commission of Indiana (SSACI) no longer provides inmate education funding. Decreased SSACI funding will result in fewer inmates being eligible for earned credit time cuts.

As a result, the Indiana Department of Administration (IDOA) and DOC are working with impacted colleges and universities to provide a "teach-out" program for offenders currently enrolled in associate and bachelor degree programs and are close to completion. It is hoped that "teach-out" will begin in 2012. The budget also includes Medicare +4% language as the rate for offenders who need services from community hospitals. Lastly, the budget contains GPS language requiring monitoring of Sexually Violent Predators to be based upon the funds appropriated for a monitoring program.

**Division(s) affected:** Re-Entry, Education, Parole, Medical and Fiscal

**HB1211 Arrest Records**—Provides that a person charged with a crime may petition a court to restrict disclosure of arrest records related to the arrest if the person: (1) is not prosecuted or if charges against the person are dismissed; (2) is acquitted of all criminal charges; or (3) is convicted of the crime and the conviction is subsequently vacated. Provides that eight years after the date a person completes a sentence and satisfies any other obligations imposed on the person as a part of the sentence, the person may petition the sentencing court to restrict access to the person's arrest and criminal records.

**Division(s) affected:** Re-Entry and Classification

If your division is affected by one or more of these changes in law, and you need further information regarding this legislation or on any modifications to your current job duties as a result, please contact your supervisor. ■